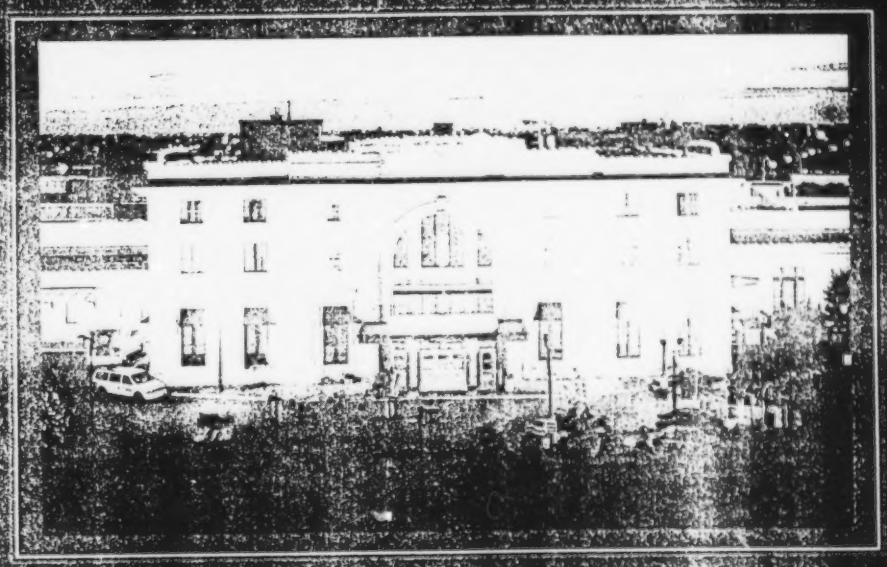


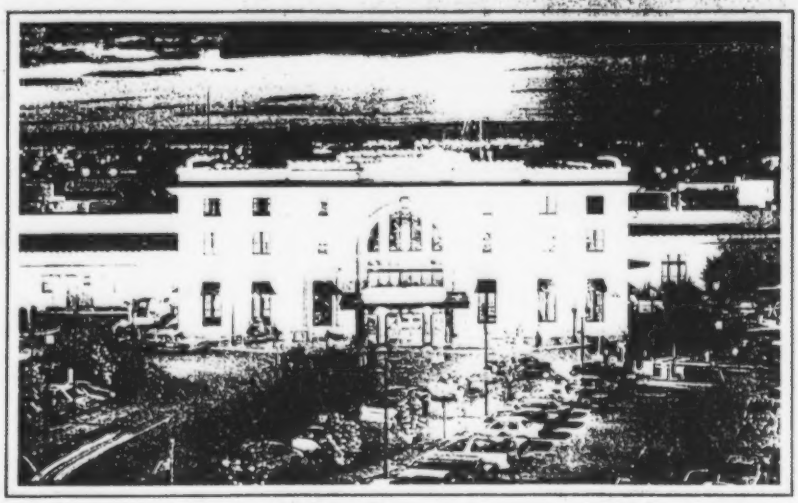
Diversity
Community
Hospitality

1998/99 Annual Report

Saskatchewan Gaming Corporation

Table of Contents

1 Mandate, Mission, Vision, Values
2 Letters of Transmittal
3 Minister's Message
4 Chair of the Board's Message
5 President's Message
6 Management Discussion and Analysis
10 Organizational Chart
11 Customer Service
15 Organizational Development
17 Working with Our Community
20 An Integral Part of Our Community
21 Management's Report
22 Auditor's Report
23 Financial Statements
31 Board of Directors
32 Senior Management Team



The Saskatchewan Gaming Corporation is a Treasury Board Crown Corporation established by The Saskatchewan Gaming Corporation Act, 1994. It was created to operate Casino Regina in partnership with the Federation of Saskatchewan Indian Nations under an historic agreement that provides for joint operation and revenue sharing.

The corporation was established specifically to conduct the operational aspects of Casino Regina, as distinct and separate from regulatory responsibility, which is under the jurisdiction of the Saskatchewan Liquor and Gaming Authority.

The corporation is responsible to the Saskatchewan government through a Board of Directors appointed by Cabinet. Three members of the corporation's Board of Directors are nominated by the Chief's Legislative Assembly of the Federation of Saskatchewan Indian Nations.

Casino Regina was opened to the public on January 26, 1996. It is a full-service entertainment facility that employs 550 people. Casino Regina has 620 slot machines and 40 table games, a restaurant and show lounge offering live entertainment, and a gift shop. Casino Regina is open to the public seven days a week from 9 a.m. to 4 a.m.

100-04514/

Casino Regina
All Fun and Games

Mandate

To offer Casino gaming as an entertainment option – generating quality employment, economic development, and profit for Saskatchewan people in partnership with First Nations.

Mission

To provide quality entertainment in a fun, friendly, and exciting atmosphere.

Vision

To be a leading full-service Casino committed to excellence with a strong, proud, diverse team.

Values

~ Our Guests
We believe that the continued success of Casino Regina depends on providing excellent customer service and consistently offering fun, friendly and exciting entertainment in a first class heritage facility.

~ Our Staff
We believe that the key to providing excellent customer service is having friendly, motivated employees who take pride in their workplace and their jobs. To accomplish this goal we provide excellent wages and benefits, great training and opportunities for career advancement and we encourage innovation, open communication and teamwork.

~ Our Diversity
We are proud of our historic partnership agreement with the Federation of Saskatchewan Indian Nations. We respect cultural and individual diversity and are proud to have one of the most culturally diverse workplaces in the province. We are committed to providing a safe, positive workplace where patrons and staff are treated with dignity and respect. Fundamental to that commitment is a policy of zero tolerance of harassment.

~ Our Profitability
We will continue to work hard to steadily improve our profitability in a socially responsible manner and with full public accountability.

~ Our Community
We are proud that all of our profits are invested in Saskatchewan communities. We take pride in being a good corporate citizen and working with local business and tourism partners to provide indirect and direct economic spin-offs and to improve the quality of life in our community.

~ Our Social Responsibility
We have a commitment and responsibility to operate our gaming facility with integrity in a socially responsible and safe manner.

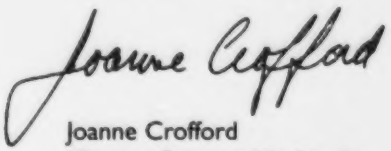
Regina, Saskatchewan
June, 1999

To His Honour
The Honourable J.E.N. Wiebe
Lieutenant Governor of Saskatchewan

Your Honour:

I am pleased to submit the annual report of the Saskatchewan Gaming Corporation for the period ending March 31, 1999. This report includes the financial statements in the form required by Treasury Board and in accordance with the Saskatchewan Gaming Corporation Act.

Respectfully submitted,



Joanne Crofford
Minister Responsible for the
Saskatchewan Gaming Corporation

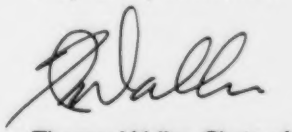
Regina, Saskatchewan
June, 1999

Honourable Joanne Crofford
Minister Responsible for the
Saskatchewan Gaming Corporation

Madam Minister:

On behalf of the Board of Directors of the Saskatchewan Gaming Corporation, it is my pleasure to present the 1998-99 annual report. In accordance with the Saskatchewan Gaming Corporation Act, this report includes the financial statements and the details of our activities for the year ending March 31, 1999.

Respectfully submitted,



Thomas Waller, Chair of the Board
Saskatchewan Gaming Corporation

Minister's Message

On behalf of the Province of Saskatchewan, I would like to congratulate the staff and management of Casino Regina and SGC's Board of Directors for a job well done.

Through your dedication and hard work, Casino Regina has become one of our province's top tourism draws and an integral part of our community.

We can be proud that all of Casino Regina's earnings stay in Saskatchewan to fund important provincial programs and to contribute to worthy community causes and projects.

When the provincial government formed SGC, one of the stated objectives was to provide jobs. The corporation provides 550 direct jobs and hundreds of indirect opportunities.

Central to the goal of providing jobs was the commitment to create opportunities for Aboriginal people. I wish to congratulate our employees and management for receiving the Industry Award of Excellence from the Aboriginal Government Employees Network of Saskatchewan in recognition of their efforts to open up jobs for Aboriginal people.

I would also like to take this opportunity to thank Gordon Staseson for the major role he has played in the achievements recorded by the Saskatchewan Gaming Corporation (SGC) and Casino Regina in the past three years. His leadership, vision and direction have resulted in a great Saskatchewan success story that is just beginning to emerge.

He brought to his roles as Chairman of the Board and President and CEO, a wealth of experience built up during his career as a Saskatchewan businessperson and his participation in literally dozens of community and sport organizations.

Under his guidance, Casino Regina's financial performance improved steadily. He oversaw improvements in service to our patrons and encouraged the corporation's growing involvement in the community.

Thanks to the hard work of Gord Staseson and the Casino Regina team, the province, the city and the corporation can look to the future with confidence, optimism and pride.

Honourable Joanne Crofford
Minister Responsible for the
Saskatchewan Gaming Corporation

Chair of the Board's Message

I am pleased to issue my first report since accepting the honour of becoming the new chairman of the Board of Directors for the Saskatchewan Gaming Corporation.

In a very short time I came to appreciate the diverse experience of my colleagues on the Board of Directors, the strengths of a very capable management team and the talents of our staff.

On behalf of the board, I wish to thank Perry Bellegarde who stepped down after four years of service to become Grand Chief of the Federation of Saskatchewan Indian Nations. Chief Bellegarde played an important role in shaping gaming policy in Saskatchewan in a positive way for both Aboriginal and non-Aboriginal people.

The past year also saw Ronald Crowe welcomed as a new member of the board.

Mr. Crowe is Tribal Council Representative for the File Hills Qu'Appelle Tribal Council. He is well known for his involvement with Aboriginal groups and his work with government agencies.

One of my first experiences as SGC Chair was to participate in the development of the corporation's long-term strategic plan. Our plan established three key priorities: customer service and marketing, working with the community and organizational development.

Based on our mandate, mission and values, the plan sets out the strategy direction for the new year, sets measurements of success and establishes action plans for each department. Our objective remains to operate an exemplary gaming facility with integrity and a strong sense of social responsibility.

Thomas Waller
Chair of the Board

President's Message

My term as president and CEO ended March, 31, 1999. This is therefore my last report and I submit it with a sense of pride and accomplishment. I am grateful to the Board of Directors for their wise counsel and to all of our employees for the dedication and commitment they have shown.

In the very early stages of our development, I remarked that Casino Regina was not a business venture – it was a business 'adventure' because it was a type of venture we had little experience with. But we learned quickly and we learned well. Everyone involved, from front-line operational staff to the Board of Directors, worked hard and faced many challenges.

I leave the corporation with a great sense of accomplishment in the fact that we have established a first-class gaming establishment and developed a well-motivated, proficient and diverse staff.

Management and our unions bargained collective agreements that are ground-breaking. These agreements provide employment equity and recognize the diversity of our society.

I am proud of the employees of the Saskatchewan Gaming Corporation and Casino Regina.

Together over the past three years we have made Casino Regina into one of the top tourist attractions in western Canada. Our casino has gained respect as an important contributor to the economic development of the community and the province. It has been a gratifying experience to work closely with our partners, the Federation of Saskatchewan Indian Nations, in fulfilling the mandate set out in the historic agreement that established the framework for Casino Regina.

Saskatchewan Gaming Corporation has made steady and solid financial progress since its inception. Each year we have surpassed the net income of the previous year by substantial amounts, and we did so again in the fiscal year ended March 31, 1999.

This year Casino Regina earned a net profit of $15.4 million on revenues totaling $47.6 million and expenses of $32.2 million.

It was with considerable confidence that I turned over the reins to my successor, Joe van Koeverden. He was appointed president-designate in February of this year and assumed full responsibility April 1.

Gordon W. Staseson
President and CEO

Management Discussion and Analysis

Strategic Business Direction

Management and the Board of Directors developed a new strategic business plan in September of 1998 and by the end of our fiscal year on March 31, 1999, considerable progress had already been made in achieving our goals.

The success of our new strategic plan depends on the full understanding and participation of our staff. This will require an ongoing effort to strengthen commitment throughout the organization in our mission, vision and values and business objectives.

To achieve our goals, we have placed greater focus on organizational development and internal communication throughout the corporation. With an emphasis on staff input we are continuing to improve customer service, to build on our reputation as a progressive employer, and to increase our visibility in the community as a model corporate citizen.

The mandate of Saskatchewan Gaming Corporation is to offer gaming as an entertainment option – generating quality employment, economic development and profit for Saskatchewan people in partnership with First Nations. Our mission is to provide quality entertainment in a friendly and exciting atmosphere of fun. Our vision is to be a leading full-service casino, committed to excellence, with a strong, proud and diverse workforce.

Financial Overview

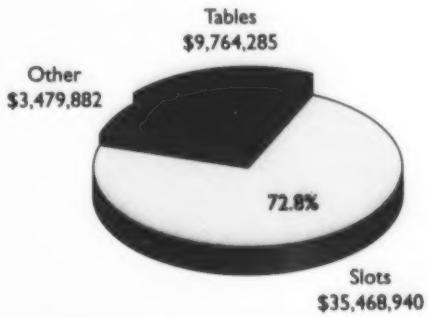
The corporation posted a net income of $15.4 million; an increase of 33% compared with the previous year. Gross revenues increased 5.45% and gross profit increased 10.7%.

A number of factors account for SGC's record performance in 1998/99. This fiscal year saw an overall growth of 3.3% in gross gaming revenues, led by a 9% increase in table games revenue.

Ancillary service revenues were up almost 50% during the year under review. The gross profits from ancillary services include the operations of the gift shop, food and beverage services, and, for the first year, the direct operation of the parking lot.

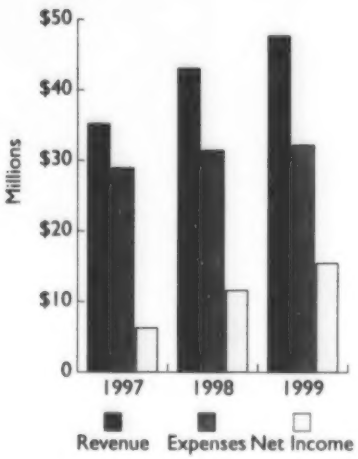
There was also a substantial decrease in the cost of promotional allowances, which relates primarily to the redemption of coin coupons issued to bus tour guests.

Revenue by Source



With the exception of the increase in ancillary service expenses associated with the operation of the parking lot, direct operating expenses remained relatively stable. Indirect expenses, including interest, taxes, amortization and profit sharing decreased by 6% due primarily to reduced consulting costs resulting from the departure of Holland Casino consultants.

Revenue, Expenses, Net Income



Operational Highlights

During 1998/99 1.1 million guests passed through the ornate doors of what used to be the historic Union Station, bringing the total attendance since the casino opened in 1996 to 3.7 million.

SGC continued to consolidate the delivery of its ancillary services and began the direct operation of the parking lot operations in April, 1998. Direct co-ordination of the parking services with the casino operation has allowed SGC to take advantage of a number of efficiencies in promotions, marketing and administration. This change has also allowed SGC the opportunity to identify ways and means of improving customer service.

Research was conducted throughout the year to find out what game features interest our customers most and how we can improve service. Feedback mechanisms have been developed and enhanced to utilize the advice and input of frontline staff on how to respond to customer service challenges.

A number of changes have been implemented in response to what we learned from our customers and staff. Operational staff have been empowered to make more decisions on their own with respect to dealing with immediate customer service challenges on the casino floor. New coin redemption equipment was installed in the main bank area. The equipment provides more efficient service to our customers. Additional attendants were also hired to speed up change transactions.

We also implemented an improved maintenance program so that bill acceptors operate more efficiently. In response to customer demand, free soft drinks and coffee are now being served throughout the day for gaming patrons and measures have been taken to improve food and beverage service.

The current year also saw a number of changes in the gaming products offered to our customers. New and exciting slot machines, including additional multi-coin nickel machines and the Roulette Club were introduced to our customers. Our semi-annual poker tournaments attracted guests from all over North America and offered record high jackpots. At the close of the fiscal year, Casino Regina had 40 table games and 620 slot machines, including several multi-station units such as our popular Sega Horse Race game.

Risk Management

Problem Gambling Awareness

SGC fully acknowledges that participation in the casino industry requires the adoption of policies and procedures that address the potential negative impacts some people may experience from gaming. While problem gambling affects a very small percentage of the population, for those people, and their families, we recognize it can be a serious problem.

The corporation will continue to take a leading role in the gaming industry to deliver awareness sessions to all SGC employees on how to identify players experiencing problems. The corporation will also continue to administer the voluntary admission ban program. Under the voluntary ban procedure, players experiencing problems can sign a document agreeing that they will not be allowed to enter the casino.

The corporation will continue to work closely with the Canadian Foundation on Compulsive Gambling and the Canadian Mental Health Association to minimize the negative social impacts of problem gambling. We will also continue to take an active role in the Regina Committee on Problem Gambling, which includes representatives from many churches, social service agencies, mental health organizations and police groups.

Integrity of our Gaming Operations

The level of risk associated with gaming operations is much greater than other businesses because of the large volume of cash transactions. Because of these inherent risks, SGC ensures that rules and procedures are closely monitored in order to prevent cheating, stealing and other illegal acts.

We have taken special efforts to ensure that there is a safe and secure environment at Casino Regina. We are proud that our security systems and internal controls have been recognized across North America for being state-of-the-art and that many other casinos have come to us for guidance in developing or improving their systems.

Our patrons can also feel confident in the integrity of the games since Casino Regina operates under very strict provincial regulations. Under these regulations, all slot machines in Saskatchewan casinos are required to pay out a minimum of 85%. The pay out percentages at Casino Regina actually range from 89% to 95%.

Partnership with Aboriginal People

The Government of Saskatchewan signed an historic agreement with the Federation of Saskatchewan Indian Nations in 1994. This agreement paved the way for the joint management of the casino industry in Saskatchewan with First Nations people. An important element of this agreement is the understanding that Casino Regina will strive for and maintain a workforce consisting of at least 50% Aboriginal people. SGC takes this commitment very seriously. On the corporate and casino side of operations, 51% of our employees are Aboriginal and 31% of our managerial staff are Aboriginal. For the food and beverage department, the level of representation is lower at 31%. Much work remains to be done to meet the corporation's commitment to Aboriginal employment throughout all areas of the corporation.

Financial Accountability

SGC has a responsibility to provide full accountability to our shareholders, the people of Saskatchewan. We will continue to provide a consistent approach to the release of our financial information. As a Treasury Board Crown Corporation, SGC understands the importance of informing legislators and the public about how we contribute to employment and economic development in the province. We are proud to be an important partner in the revitalization of Regina's downtown and a major contributor to jobs and economic development.

Year 2000

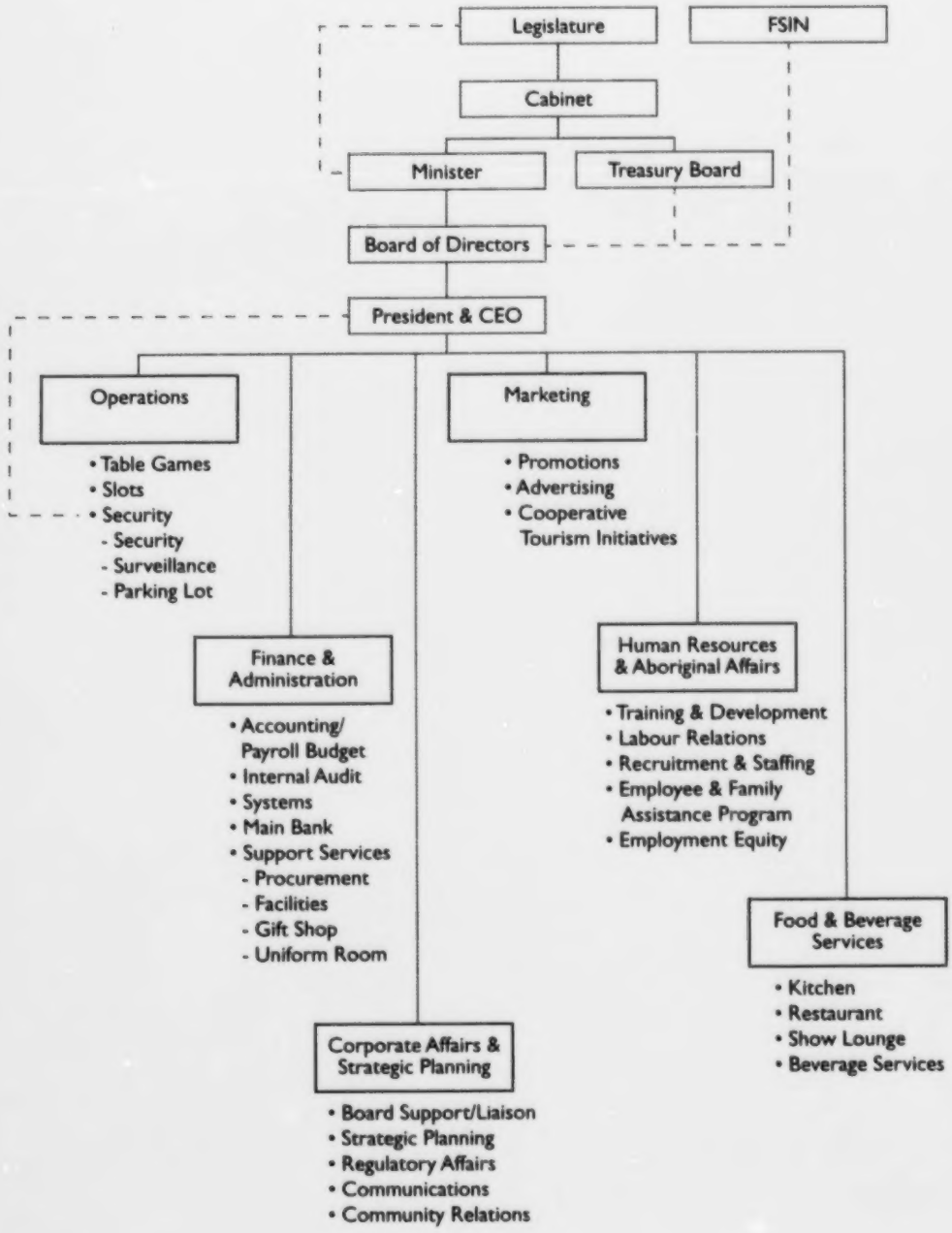
During 1998/99, SGC continued its efforts to ensure it is prepared to meet any Year 2000 challenges that may occur due to date-sensitive systems. A detailed plan has been prepared and testing is complete for all major systems. As a result, SGC does not anticipate disruptions to any of its major operational systems due to the Year 2000 problem.

Outlook for the Future

As we near the year 2000, our attention is focused on continuing to enhance the reputation that SGC and Casino Regina have earned in just three short years. We will continue to provide excellent customer service and to make our casino a place for fun entertainment in a friendly and exciting atmosphere. We will provide meaningful jobs with competitive wages and benefits. Our interaction and support of our community will remain a key priority. And we will continue to steadily improve our profitability in a socially responsible manner and with full public accountability.

Casino employee shares her talent with an appreciative audience during the June 21st National Aboriginal Day Celebrations.

Organizational Chart



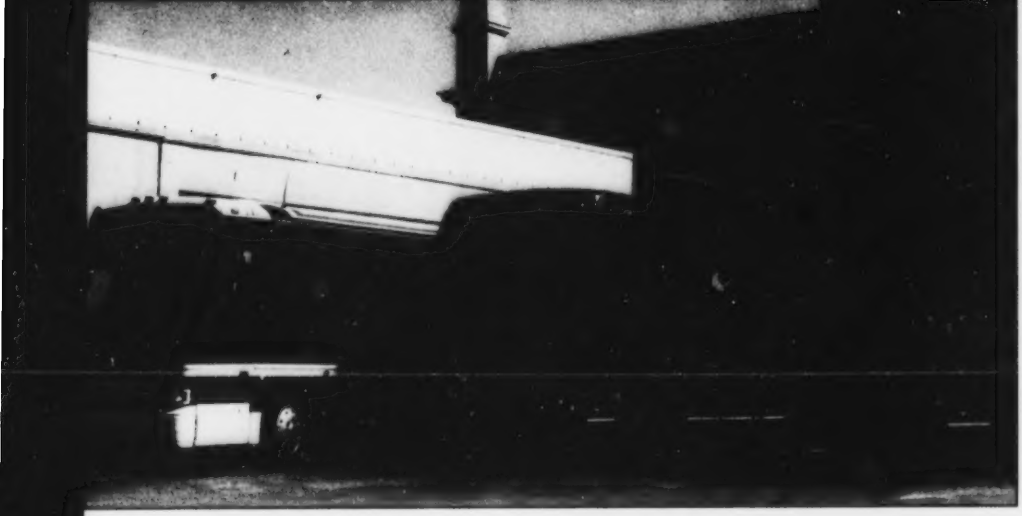
Customer Service

The continued success of Casino Regina depends upon constantly improving the exciting mix of fun and entertainment we offer and serving our customers well.

During the past year, we intensified our efforts to make sure we provide excellent customer service. We conducted research to learn more about our guests' expectations — what they want, what they like or don't like and what we can do to offer service that goes above and beyond.

The results of our research were encouraging. Most customers were particularly impressed by the atmosphere, elegance and excitement of the building. They gave high performance ratings to the friendliness and skill of our employees, security and coat check service.

There were also some areas for improvement that were identified. Steps have been taken to respond to these challenges and the improvements have been significant. We believe these improvements will enhance customer loyalty, attract new guests and build consumer awareness of Casino Regina as a leading full-service casino that cares about its guests and treats



them well.

Bus Tour Program

During the year under review we continued to improve the attractiveness of our bus tour program. Contracts have been signed with companies from throughout western Canada and we are pleased with the positive results.

The new concept has caught on with bus companies, as illustrated by the fact that at year end, 41 companies had signed up. Of those, 16 are from Saskatchewan, 13 from Alberta, 8 from Manitoba and 4 from British Columbia.

The bus tour program continues to gain momentum, and we anticipate that during 1999 we will welcome our first bus tour guests from the United States. This is an area we will attempt to develop further in the new year.

The attractions offered by Casino Regina and the success of the bus tours can be credited with substantially increasing travel to Regina, especially from Alberta and Manitoba. They have also helped convince Saskatchewan people to vacation in their own province.

Partners with the Community

The casino benefits from the fact that it is located in the heart of a very active community that strongly supports such events as Agribition and Buffalo Days, along with a multitude of conventions, trade shows and similar events. We will continue to work closely with local tourism authorities to market the attractions of not only the casino, but the city of Regina, as well.

Improving Our Entertainment Options

By regularly adding new challenges and adapting the presentation of our attractions we have enhanced our entertainment package and built consumer loyalty.

Our spring and fall poker classics, for example, draw players from as far away as Quebec and British Columbia and the northern United States.

Ralph Mair of Saskatoon is a well traveled and experienced poker player who offers high praise to Casino Regina and its staff. He says they go out of their way to work with the players and help them out.

Ralph Mair of Saskatoon won the opportunity to represent Casino Regina at the World Series of Poker in Las Vegas.

"I've been to a lot of casinos and I think that Casino Regina has one of the best poker rooms in Canada."

He should know. He participated in the World Series of Poker in Las Vegas with some of the best players in the world. He had to win in Regina to earn his way there.

"It's like winning the Masters in golf. It's like a dream come true for me."

A number of advances were made in the past year, including acquisition of a number of new games and conversion of existing ones to ensure guests receive entertainment value for their money.

Through the introduction of Rookies Nights at Casino Regina we have also worked hard to provide our guests with the opportunity to familiarize themselves and become more comfortable with the wide variety of table games that we offer.

We have also improved signage and opened up the aisle space throughout the casino in order to make it easier for players to find their way around.

An innovation that has proven popular with visitors is a customized walking tour for new patrons. It introduces them to the historical aspects of the building, provides information about the current promotions and explains the unique features of some of our machines and games.

We also established an Internet site to tell prospective patrons everything they want to know about Casino Regina. Already considered one of the best casino Internet sites in North America, it received an award from the Internet Gaming Awards (IGA) for content excellence.

During the year a number of special features were added, including Senior Club Mondays, Poker Tournaments and international cuisine nights.

Casino Regina offers its patrons a wide range of entertainment options. It has become an entertainment centre that has added vibrancy to downtown Regina through the constantly changing entertainment package offered by our restaurant and lounge area, The Last Spike. We are proud to provide one of the best venues in town for live entertainment.

Casino Regina is proud to showcase Saskatchewan talent such as country sensation Stephanie Thomson.

More than 50 different groups were featured in the past year. They were an eclectic mix ranging from comedians such as Gordie Tapp and Dave Broadfoot to local entertainers such as Method to Madness, Go Kart Mozart, Stephanie Thomson and others. We will continue to take pride in showcasing local talent, improving the entertainment fare offered by The Last Spike and making our food and restaurant service a culinary experience for our patrons.

Paying attention to detail, listening to our customers and improving our entertainment product has paid off. Casino Regina is the number one entertainment draw in Saskatchewan and it is attracting thousands of visitors to Regina.

Economic Spin-offs to the Community

On average, more than one million people visit Casino Regina every year. That means jobs not only for Regina, but spin-off effects for the whole province.

Our business community has become well aware of the benefits. Theresa Locke, director of sales for the Sands Hotel & Resort, is typical of those who have witnessed first hand the impact Casino Regina has on the hotel industry.

"We count the tour companies as among our valued clients and we certainly appreciate their business," says Ms. Locke. "We've noticed a number of new tour companies that have shown interest in Regina and its attractions. That directly benefits our business and helps sustain the many jobs in the hospitality industry."

Says Steve McLellan, executive director of Tourism Regina, "Casino Regina is a leader and a very strong partner in the marketing of Regina and in fact, the entire province. Their success pays dividends for the tourist industry of this entire city."

John Hopkins, executive director of Regina's Market Square, has another perspective, crediting the casino with changing a 9 to 5 downtown into a 24-hour downtown.

"The casino has increased the vitality of our downtown due to the sheer number of visitors it attracts to the area annually. We know the casino has made a significant contribution to the downtown economically, most of all in the hospitality sector."

Our objective now is to maintain the momentum Casino Regina has achieved by constantly upgrading and improving its gaming package, to have it recognized as one of western Canada's top entertainment draws and to continue offering superb service to our guests.

Organizational Development

Casino staff proudly accept their employment equity award.

Employment Equity

When the Saskatchewan Government and the Federation of Saskatchewan Indian Nations signed the agreement to establish the Saskatchewan Gaming Corporation, they included a ground-breaking commitment to having a workforce at Casino Regina that was at least 50% Aboriginal people.

Moving that commitment from vision to reality meant breaking new ground in the human resource field. It was necessary to go far beyond the normal human resources practices to meet the basic goal, which stipulates the results have to be both quantitative and qualitative.

We exceeded our goals and have become a pioneer and a model for other public and private organizations striving to implement workable employment equity strategies. We are now one of the most culturally diverse organizations in Canada.

Linked to the employment equity commitment is another key element of our human resources policy: zero tolerance of harassment, whether by staff or customers.

Throughout the new year we will continue to build on our reputation as a progressive employer that recognizes and celebrates the diversity of Saskatchewan society.

Toward that end, the corporation has set itself a number of ambitious goals. Emphasis is being placed on improving employment equity at all levels of the corporation and generating a corporate culture that values and appreciates the efforts of all employees.

SGC will advance its employment equity plan by continuing to foster good relationships with Aboriginal referral agencies, First Nations and Metis associations, and various educational and training institutions. We are also working closely with organizations that support persons with disabilities and visible minorities so that we can achieve our objectives of having a representative workforce.

SGC's achievements in the field of equity employment have not gone unnoticed. The corporation received the Aboriginal Government Employees Network of Saskatchewan Industry Award of Excellence in 1998. The Saskatchewan Human Rights Commission has cited our employment equity strategy as a model that other public and private sector employers could well emulate.

A collective agreement for food and beverage employees was signed with the Retail, Wholesale and Department Store Union.

Learning and Development Strategy

A learning and development strategy will be implemented that incorporates skill development and encourages professional and managerial development. Efforts are being made to improve and enhance productivity and performance and the level of job satisfaction.

Our Human Resources and Aboriginal Affairs Department is also working with staff to help them cope with the pressures of shift work. Workshops are offered to employee spouses to help them understand the added pressures of shift work and we are working with our unions to develop better shift schedules.

SGC is not content to rest on its laurels. A "diversity audit" using surveys, focus groups and interviews has been undertaken. The audit results are intended to assist us in our efforts to break down barriers inhibiting full employment equity.

Our emphasis on customer service has reinforced the importance of having strong, cohesive teams throughout the corporation. A pilot project on team building has been conducted and we will build upon the results of the program in the new year.

We have also recognized the need to focus on developing the skills of our employees in the areas of leadership, communication and conflict resolution. A comprehensive program will be developed to improve these skills. We will also further strengthen the mentorship program we already have in place.

Collective Agreement for Food and Beverage Employees

We are proud to have signed an agreement with the Retail, Wholesale and Department Store Union for approximately 100 of our food and beverage workers. This represented the first time equal pay for work of equal value provisions covered food and beverage workers and is considered progressive and trend setting for the food and beverage service and casino industries.

Out-of-Scope Classification Plan

A job evaluation and compensation plan for all out-of-scope employees was also developed to include gender neutral classification. It incorporates equal pay for work of equal value using the criteria of skill, effort, responsibility and working conditions.

Working With Our Community

Casino Profits Benefit Saskatchewan Communities

When the framework of the Saskatchewan Gaming Corporation was being built, great care was taken to ensure that the primary beneficiary would be the community. 100% of the profits go back to the people of Saskatchewan. 50% of the profits from Casino Regina help fund important provincial programs, including social services, education and health care.

25% of the profit is shared with our partners, the Federation of Saskatchewan Indian Nations, to support social and economic development and other programs for native communities.

The remaining 25 % of Casino Regina earnings are directed into the community for support of programs for youth, families and at-risk children through the Associated Entities Fund (AEF).

The AEF was created by the Government of Saskatchewan to direct a share of casino profits to community groups, Metis organizations and exhibition associations. The fund provides grants to a wide range of groups, from youth organizations and art events to recreational groups, assault prevention centres and health related entities.

A Good Corporate Citizen

Saskatchewan Gaming Corporation is proud to be a good corporate citizen. Besides providing benefits through the Associated Entities Fund, we are committed to working in partnership with the community through a corporate sponsorship program that emphasizes volunteer work by our employees in the community.

Casino Regina's sponsorship program has been developed to assist community organizations and events. It recognizes and assists in a tangible way the many humanitarian projects and events run by hard-working volunteers in our community.

Casino Regina team members "pulling together" at annual Dragon Boat Festival.

The program supports non-profit groups that enhance understanding of cultural diversity or work to reduce the social and economic disadvantages of designated groups within our employment equity program.

Russ Matthews is one of those who have seen the benefits of Casino Regina's sponsorship program. He is the co-ordinator of the Sport Venture Library operated by Ehrlo Community Services.

"Casino Regina recognized the value of a sports equipment lending library as part of providing recreational opportunities for children and families who have been marginalized from sport," he says.

"Casino employees helped raise money for us and also assisted us in collecting sports equipment. The end result was a significant amount of money and equipment for the Sport Venture Library."

Our staff members say they are well rewarded by the thanks they receive for their volunteer work with community organizations. Typical of the comments are those of Greg Enion, vice-principal of Kitchener Community School:

"Casino Regina employees have acted as positive role models for the students by volunteering their time at our community barbeque and other events. They have assisted our school in making a difference in the lives of our children."

SGC will continue to take a lead role in organizing and operating fundraising events in partnership with community-based, non-profit organizations that strive to make Saskatchewan a better place to live.

Casino Regina employees give a helping hand to Kitchener School.

Scholarship Program

The Casino Regina Scholarship Program is another avenue through which benefits are passed on to the community. Response to the program has been so overwhelming that it has already been expanded by increasing the number of scholarships available to students attending post-secondary institutions, regional colleges and technical institutes.

1st Annual Casino Regina Scholarship Winners
Front Row: (From Left to Right)
Casino Regina President, Gord Staseson; Christa Gould; Amy Jo Sandeski; Stacey Lynn Nault; Anne Laliberte.
Back Row: (From Left to Right)
Joseph Bantle; Satpal Virdi; Scott Carson; Desiree Kematch; Deputy Premier Dwain Lingenfelter.

An Integral Part of Our Community

Our Employee Community Enhancement Committee works hard year-round to organize and participate in fundraising events that raise money for community organizations.

Casino employees work hard every year to raise money for the United Way.

Working with SGI Canada in their annual charity curling classic to help raise money for KidSport.

Enthusiastic casino staff were a big help to the organizers of the Terry Fox Run.

Casino staff had a lot of fun participating in the Canadian Paraplegic Association's annual wheelchair relay.

Casino Regina volunteers dished out Van Horne's famous chili during a Regina Chili for Children fundraiser held at the Scarth Street Mall.

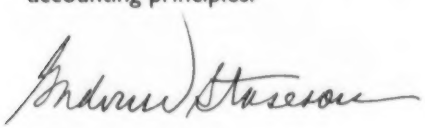
Management's Report

The accompanying financial statements and related financial information presented throughout the Annual Report have been prepared by management using generally accepted accounting principles. Management is responsible for the integrity, objectivity and reliability of the financial statements.

The financial statements for the year ending March 31, 1999 have been approved by the Saskatchewan Gaming Corporation's Board of Directors.

Management of the corporation has established (and maintains) a system of internal controls, providing assurance that transactions are recorded and executed in compliance with legislation and authority; assets are safeguarded, there is an effective segregation of duties and responsibilities, and reliable records are maintained. An auditing function exists within the corporation that objectively assesses the effectiveness of internal controls.

The Provincial Auditor has examined the corporation's financial statements. The Auditor's Report to the Members of the Legislative Assembly of Saskatchewan expresses an independent opinion of fairness of presentation of the corporation's financial statements in accordance with generally accepted accounting principles.



Gordon W. Staseson
President and CEO

Twyla Meredith
Senior Vice-President
Finance and Administration

Auditor's Report

To the Members of the Legislative Assembly of Saskatchewan

I have audited the consolidated statement of financial position of the Saskatchewan Gaming Corporation as at March 31, 1999 and the consolidated statements of operations, and cash flows for the year then ended. The Saskatchewan Gaming Corporation's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Saskatchewan Gaming Corporation as at March 31, 1999 and the results of its operations and its cash flows for the year then ended in accordance with generally accepted accounting principles.

W.K. Strelioff

Regina, Saskatchewan
April 28, 1999

Wayne Strelioff, CA
Provincial Auditor

Consolidated Statement of Financial Position

As at March 31		Statement 1
	1999	1998
ASSETS		
Current Assets:		
Cash	$ 13,297,551	$ 10,773,212
Prepaid expenses	427,496	352,251
Inventory	185,595	263,204
Accounts receivable	49,736	205,083
	13,960,378	11,593,750
Deferred charges (Note 3)	827,430	1,278,755
Capital assets (Note 4)	31,022,343	32,549,091
Total Assets	$ 45,810,151	$ 45,421,596
LIABILITIES AND RETAINED EARNINGS		
Current liabilities:		
Accounts payable and accrued liabilities	$ 2,649,127	$ 2,753,678
Current portion of long-term debt (Note 5)	3,651,613	3,362,900
	6,300,740	6,116,578
Due to General Revenue Fund (Note 1)	15,450,698	11,594,691
Long-term debt (Note 5)	24,058,713	27,710,327
Retained earnings (Statement 2)	—	—
Total Liabilities and Retained Earnings	$ 45,810,151	$ 45,421,596

Commitments and contingencies
(Note 6 & 14)

(See accompanying notes to the financial statements).

Consolidated Statement of Operations

For the Year Ended March 31 — Statement 2

	1999		1998
	Budget	Actual	Actual
Revenue:			
Slot machines	$ 37,400,000	$ 35,468,940	$ 34,849,564
Table games	9,026,014	9,764,285	8,948,023
Other revenue (Note 7)	2,790,000	3,479,882	2,397,283
	49,216,014	48,713,107	46,194,870
Less promotional allowances (Note 8)	2,751,000	1,080,228	3,178,558
	46,465,014	47,632,879	43,016,312
Expenses (Note 9):			
Casino and administration	18,363,636	17,120,770	16,021,083
Contractual obligations (Note 6 b)	2,745,000	2,745,000	3,260,000
Ancillary services (Note 7)	2,900,000	2,580,196	1,749,127
	24,008,636	22,445,966	21,030,210
Earnings before the following	22,456,378	25,186,913	21,986,102
Amortization and asset write-downs	4,052,000	3,613,624	3,658,992
Interest	2,630,836	2,633,149	2,897,525
Taxes (Note 10)	2,519,333	2,199,831	2,282,360
Consulting (Note 6 a)	1,442,716	1,289,611	1,552,534
	10,644,885	9,736,215	10,391,411
Net income	11,811,493	15,450,698	11,594,691
Retained earnings, beginning of the year	—	—	—
Due to General Revenue Fund (Note 1)	11,811,493	15,450,698	11,594,691
Retained earnings, end of the year - to Statement 1	$ —	$ —	$ —

(See accompanying notes to the financial statements).

Consolidated Statement of Cash Flows

For the Year Ended March 31 — Statement 3

	1999	1998
Cash flow from operating activities:		
Net income	$ 15,450,698	$ 11,594,691
Items not involving cash:		
Amortization of capital assets	3,406,378	3,394,775
Amortization of deferred charges	451,325	451,326
Write-down of assets	207,246	264,218
Changes in non-cash working capital balances:		
Accounts receivable	155,347	1,936,946
Prepaid expenses	(75,245)	(198,698)
Inventories	77,609	(210,733)
Accounts payable and accrued liabilities	(104,551)	(960,155)
	19,568,807	16,272,370
Cash flow from investing activities:		
Proceeds from sale of capital assets	98,538	30,603
Additions to capital assets	(2,185,414)	(1,519,101)
	(2,086,876)	(1,488,498)
Cash flow from financing activities:		
Payment to General Revenue Fund	(11,594,691)	(5,450,695)
Repayment of debt	(3,362,901)	(3,097,124)
	(14,957,592)	(8,547,819)
Net increase in cash	2,524,339	6,236,053
Cash, beginning of the year	10,773,212	4,537,159
Cash, end of the year	$ 13,297,551	$ 10,773,212

(See accompanying notes to the financial statements).

Notes to the Financial Statements

March 31, 1999

1. DESCRIPTION OF BUSINESS

The Saskatchewan Gaming Corporation (SGC) manages and operates Casino Regina. The SGC was established as a Treasury Board Crown Corporation under *The Saskatchewan Gaming Corporation Act, 1994* (Act). Under Section 13 of the Act, SGC, unless directed otherwise by Treasury Board, shall pay its net profits for each fiscal year to the General Revenue Fund.

SGC was established to provide for separation of regulatory and operational aspects of gaming. SGC must operate in accordance with statutory provisions established under Section 207 of the *Criminal Code of Canada* and *The Alcohol and Gaming Regulation Act, 1993*. Regulation of its operations is controlled by the separately constituted Saskatchewan Liquor and Gaming Authority.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with generally accepted accounting principles. The significant policies which have been adopted are described below.

a) Basis of Consolidation

The consolidated financial statements combine the accounts of Saskatchewan Gaming Corporation and its wholly-owned subsidiary, SGC Holdings Inc.

b) Gaming Revenue

Gaming revenue represents the net win from gaming activities, which is the difference between the amounts wagered and pay-outs by the casino.

c) Inventory

Inventory is stated at the lower of cost and net realizable value.

d) Capital Assets

Capital assets are stated at cost less accumulated amortization. Assets are amortized using the straight-line method over their useful lives as follows:

Building and renovations	Five to forty years
Gaming equipment	Three to five years
Computer equipment	Three to five years
Furniture and equipment	Three to five years

3. DEFERRED CHARGES

In 1995, SGC purchased a five-year, non-exclusive license to use Holland Casinos' "know-how" and proprietary software. The total cost of this license is being amortized to consulting expense over a five-year period. Amortization of deferred charges during the year amounted to $451,325 (1998 - $451,326).

4. CAPITAL ASSETS

	1999			1998
	Cost	Accumulated Amortization	Net Carrying Amount	Net Carrying Amount
Building and renovations	$ 22,711,298	$ 1,830,266	$ 20,881,032	$ 21,493,692
Gaming equipment	10,545,443	5,783,820	4,761,623	5,749,911
Land	3,408,000	—	3,408,000	3,408,000
Computer equipment	2,331,408	1,480,285	851,123	1,014,016
Furniture and equipment	2,015,587	895,022	1,120,565	883,472
Total	$ 41,011,736	$ 9,989,393	$ 31,022,343	$ 32,549,091

5. LONG-TERM DEBT

	1999	1998
Land and Building Loan, repayable in monthly installments of $256,715 including interest at 9.2%, due April 1, 2011	$ 22,336,212	$ 23,312,532
Gaming Equipment Loan, repayable in monthly installments of $242,763 including interest at 7.88%, due April 1, 2001	5,374,114	7,760,695
	27,710,326	31,073,227
Less current portion	3,651,613	3,362,900
	$ 24,058,713	$ 27,710,327

The above loans are secured by assets and shares of SGC Holdings Inc. Principal repayments required in the next five years are as follows:

2000	$ 3,651,613
2001	3,965,256
2002	1,285,286
2003	1,408,648
2004	1,543,851
2005 and Subsequent	15,855,672
	$ 27,710,326

6. COMMITMENTS

a) Holland Casinos

SGC has retained Holland Casinos to assist in the development and operation of Casino Regina. A five-year agreement was finalized in April 1995, to commence January 1996. Under the agreement, SGC shall pay to Holland Casinos an amount equal to 1.5% of gross gaming revenue, and 1.5% of net profits per operating year for five years, plus any salaries, travel, and living expenses incurred by Holland Casinos staff.

b) Agreement with Regina Exhibition Association (Association)

On April 1, 1997, SGC entered into an agreement with the Association to fulfill previous commitments made to the Association regarding the maintenance of a certain level of its income.

The Association terminated the agreement effective November 23, 1997. Under the provisions of the agreement SGC agreed to pay the Association monthly payments of $235,417 for the first year following termination of the agreement and monthly payments of $216,667 each year thereafter for 29 years.

7. OTHER REVENUE

	Food & Beverage	Parking	Giftshop	Other	1999 Total	1998 Total
Revenue:						
Sales	$2,807,354	$966,460	$353,077	$ —	$4,126,891	$2,480,601
Cost of goods sold	993,748	—	264,898	—	1,258,646	935,535
Gross profit	1,813,606	966,460	88,179	—	2,868,245	1,545,066
Interest	—	—	—	494,052	494,052	185,962
Rent and other	35,871	—	8,837	72,877	117,585	666,255
Total revenue	1,849,477	966,460	97,016	566,929	3,479,882	2,397,283
Expenses	2,175,241	310,981	93,974	—	2,580,196	1,749,127
Operating income	$ (325,764)	$655,479	$ 3,042	$566,929	$ 899,686	$ 648,156

8. PROMOTIONAL ALLOWANCES

Promotional allowances include coupons provided to casino patrons, as well as commission paid to bus tour operators.

9. EXPENSES BY OBJECT

	1999	1998
Salaries and benefits	$ 12,497,981	$ 11,566,542
Amortization	3,406,378	3,394,775
Contractual obligations (Note 6 b)	2,745,000	3,260,000
Interest	2,633,149	2,897,525
Utilities, insurance, supplies and maintenance	2,478,604	2,414,230
Marketing and communication	2,437,929	1,858,427
Taxes (Note 10)	2,199,831	2,282,360
Consulting (Note 6 a)	1,289,611	1,552,534
Other operating expenses	720,617	302,050
Professional services	649,767	780,158
Uniforms, recruitment and training	585,284	577,000
Lease and rental	330,784	271,802
Write-down of assets	207,246	264,218
Total expenses	$ 32,182,181	$ 31,421,621

10. TAXES

SGC is on the prescribed list of lottery corporations pursuant to Section 188 of *The Federal Excise Tax Act*. In lieu of collecting Goods and Services Tax (GST) on revenue at the retail level, SGC calculates and remits GST according to a formula prescribed by Revenue Canada. The formula requires SGC to pay 14% on the purchase of goods and services related to the Casino operation.

GST and Provincial Sales Tax on equipment leased from SGC Holdings Inc. is expensed over the term of the lease. Also included in taxes is grants in lieu of property tax.

11. Pension Plan

Substantially all of SGC's permanent employees participate in the Capital Pension Plan (the Plan), a defined contribution pension plan which is administered by the Plan's Board of Directors, using staff and facilities provided by Crown Investments Corporation of Saskatchewan. SGC's financial obligation is limited to matching the required amounts contributed by employees for current service, which totalled $444,021 for 1999 (1998 - $347,965). The amount required to be contributed by employees is 5.5% of salary.

12. 1999 Budget

These amounts represent the budget approved by the Board of the Saskatchewan Gaming Corporation.

13. RELATED PARTY TRANSACTIONS

These consolidated financial statements include transactions with related parties. SGC is related to all Saskatchewan Crown agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. Also, SGC is related to non-Crown enterprises that the Government jointly controls or significantly influences.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms. These transactions are as follows:

Category	1999	1998
Salaries and benefits	$ 661,855	$ 583,879
Utilities, insurance, supplies and maintenance	654,656	518,389
Restaurant - cost of sales	470,065	396,277
Other operating expenses	27,547	21,997
Accounts payable and accrued liabilities	59,565	82,460

In addition, SGC pays PST to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases. SGC also collects Liquor Consumption Tax and remits to the Saskatchewan Department of Finance.

Other transactions with related parties and amounts due to/from them are described separately in the consolidated financial statements and the notes thereto.

14. UNCERTAINTY DUE TO THE YEAR 2000 ISSUE

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates is processed. In addition, similar problems may arise in some systems that use certain dates in 1999 to represent something other than a date. The effects of the Year 2000 Issue may be experienced before, on, or after January 1, 2000, and, if not addressed, the impact on operations and financial reporting may range from minor errors to significant systems failure which could affect an entity's ability to conduct normal business operations.

SGC is working to mitigate any potential effects that may be experienced due to the Year 2000 Issue. It is not possible to be certain that all aspects of the Year 2000 Issue affecting the entity, including those related to the efforts of customers, suppliers, or other third parties, will be fully resolved.

15. COMPARATIVE FIGURES

Certain 1998 balances have been reclassified to conform with the current year's presentation.

Board of Directors

The Saskatchewan Gaming Corporation Act, 1994 provides, in part, as follows:

6 (1) The corporation shall consist of seven persons appointed by the Lieutenant Government in Council.

(2) The Lieutenant Governor in Council shall appoint as members:
a) three persons nominated by the Chiefs' Legislative Assembly of the Federation of Saskatchewan Indian Nations, and
b) four other persons.

On March 31, 1999, the Board of Directors of the Saskatchewan Gaming Corporation consisted of the following persons:

Thomas Waller, Chair
Ron Crowe
John Lipp
Larry Spannier
Margaret Fern, Vice-Chair
Chief Gabriel Gopher
Chief Leo J. Omani

The Saskatchewan Gaming Corporation expresses its thanks and appreciation to Chief Perry Bellegarde and Gord Staseson who also served on the Board of Directors during the year under review.

Thomas Waller
Chair of the Board

Margaret Fern
Vice-Chair of the Board

Larry Spannier
Board Member

Ron Crowe
Board Member

John Lipp
Board Member

Chief Gabrial Gopher
Board Member

Chief Leo Omani
Board Member

Senior Management Team

Back Row: (From Left to Right)

Twyla Meredith, Senior Vice-President of Finance and Administration; Brian Lynch, Senior Vice-President of Operations; Gerry Fischer, Vice-President of Marketing; Craig Milliken-Smith, General Manager of Food and Beverage Services; Doug Casper, Executive Director of Security.

Front Row: (From Left to Right)

Kathie Maher-Wolbaum, Vice-President of Corporate Affairs and Strategic Planning; Gordon W. Staseson, President and CEO; Elma Shoulak, Vice-President of Human Resources and Aboriginal Affairs.

SASKATCHEWAN GAMING CORPORATION

SUPPLEMENTARY FINANCIAL INFORMATION

Suppliers expenses over $20,000.00 (Net of GST) 1998-99

AIR CANADA	29,215	OSTERHOUT, RORY	34,015
ALLIED PRINTERS LTD	27,352	PARMALAT CANADA - BEATRICE	35,670
AON REED STENHOUSE INC	116,966	PEPSI-COLA CANADA BEVERAGES	45,086
ARCH TRANSCO LTD	22,156	PHOENIX ADVERTISING GROUP	1,377,998
ARISTOCRAT INCORPORATED	130,149	POINTS WEST CONSULTING INC	22,938
ATRONIC CASINO TECHNOLOGY	24,990	PRAIRIE SIGN LEASING LTD	34,632
BOARD OF REGENTS	34,376	PROGRESSIVE GAMES INC	30,456
BREWERS DISTRIBUTORS LTD	293,633	QU'APPELLE VALLEY WHOLESALE	71,031
C2 SOLUTION	59,833	RAPID MERRILL ENT	28,759
CANADIAN PACIFIC RAILWAY CO	30,000	RECEIVER GENERAL FOR CANADA	1,328,883
CAPITAL COACH LINES	27,570	REGINA EXHIBITION ASSOC LTD	2,745,000
CAPITAL PENSION & BENEFITS ADM	428,967	RWDSU - LOCAL 568	234,750
CAREFREE GETAWAYS	61,085	SEGA GAMES TECHNOLOGY INC.	23,741
CENTENNIAL REGINA	238,646	SERCA	148,419
CITY OF REGINA	552,388	SHUFFLE MASTER, INC	60,949
CUBBON ADVERTISING	28,812	SIGNATURE GRAPHICS LTD.	21,488
DATA BUSINESS FORMS	20,557	SASK ENERGY	50,757
DILAWRI BMW	51,665	SASK LIQUOR & GAMING AUTHORITY	207,334
ECOLAB LTD	31,361	SASK POWER CORP	330,901
ELECTRO SONIC INC	21,420	SASK PROPERTY MANAGEMENT CORP	131,411
EXECUTIVE SOURCE	37,749	SASK TEL	128,952
FANTASTIC CLEANING	565,919	SASK WORKERS COMPENSATION BD	121,979
GEMACO PLAYING CARD CO.	21,448	STASESON - KLEIN	35,980
GRAND & TOY	42,819	STREAM DATA SYSTEMS LTD	22,436
GREAT WEST LIFE ASSURANCE CO	229,849	SUN ELECTRIC (1975) LTD.	206,707
GREENE VALLEY CONCESSIONS	46,213	SUNSPUN FOOD SERV	21,247
HARRY'S GLAMORISING DRYCLEANING	113,278	TAPP, GORDIE	23,778
HI-TECH GAMING LTD	54,407	TAYLOR VOLKSWAGEN INC	26,204
HOLLAND CASINOS	1,299,639	TCS TOPTABLE	31,028
INTERCAS SERVICES LIMITED	66,934	TECHNOLOGY MANAGEMENT CORP	426,962
JACKPOT TOURS	24,779	TRIPLE SEVEN CHRYSLER	29,193
KANUKA THURINGER	23,300	UNISOURCE CANADA INC	37,491
KLUMPP & SON CABINETS LTD	33,550	VAN KOEVERDEN, JOE	21,062
KRAFT CANADA INC	24,692	WALLACE & CAREY LTD	120,977
MACPHERSON, LESLIE & TYERMAN	33,559	WATSON WYATT CANADA	23,956
MCDOUGALL READY IN TRUST	125,876	WESTON BAKERIES LIMITED	20,481
MEZZALUNA DESIGNS INC	120,675		
MINISTER OF FINANCE	208,748		
MIKOHN GAMING CORP	34,814	TOTAL	13,602,040

SASKATCHEWAN GAMING CORPORATION
SUPPLEMENTARY FINANCIAL INFORMATION

Personal Services

Listed are individuals, excluding unionized employees, who received payments for salaries, wages, secondments, honorariums, etc. which total $2,500 or more.

Acoose,Trevor	41,008
Adams,Ron	50,138
Affie,Dwayne	43,568
Antonishyn,Nick	46,490
Armbruster,Tamara	8,543
Banks,Eileen	17,387
Bird,Aleta-Jo	9,689
Bitternose,Ken	20,013
Blenkin,Frances	47,125
Brimble,Sheila	24,463
Burns,Jehanne	8,205
Caldwell,Victoria	34,716
Casper,Doug	68,556
Chomyn,Terry	4,538
Cloutier,Les	46,361
Collum,Kenneth	48,715
Cote,Brenda	63,916
Cribb,Fiona	47,777
Cyr,Delvina	44,827
Czinka,Vera	8,732
Daradich,Elliott	36,453
Dressler,Maxwell	58,583
Dureau,Greg	47,985
Engel,Gailen	41,936
Erickson,Rita	33,739
Ermel,Ralph	56,757
Favell,Wayne	20,022
Ferguson,Dallas	50,006
Fischer,Gerald	85,157
Gartner,Rosanne	36,176
Gidluck,Lynn	56,274
Gilroyed,Bonnie	14,169
Gorniak,Sherry	9,239
Greyeyes,David	5,195
Griffiths,Bert	44,416
Hanoski,Cindy	11,545
Harmon,John	30,846
Harrison,Kirklen	9,001
Hoeft, Linda	5,504
Holstein,Jeff	35,327
Howie,Jane	44,993
Hutchison,Wendy	57,038
Jackson,Rhonda	27,841
Keam,David	33,402
Kennedy,Ivy	33,447
Khan,Jeff	16,454
King Clyde, Jay-Ann	3,230
Kohl,Margaret	30,065
Lajoure,Lesle	19,453
Lane,Lauretta	26,452
Laroque,Gregory	35,118
Lascelles,Audrey	10,979
Leader,Katherine	13,284
Lerat,Lyndon	16,496
Lynch,Brian	89,602
MacRae,Stuart	45,499
Maher-Wolbaum,Kathie	84,246
Manz,Sherry	29,089
Mario,Carmela	23,417
Meredith,Twyla	89,180
Milliken-Smith,Craig	44,719
Murray,Gordon	43,822
Myette,Rita	36,079
O'Hara,Murray	22,935
Parisee,Roland	30,200
Parisian,Richard	25,654
Pelletier,Shelley	3,407
Perovic,Dalila	45,039
Perovic,Jovica	40,043
Piapot,Debra	43,268
Pisio,Angela	44,741
Raymond,Paul	53,648
Robinson,Kyle	41,543
Robison,Blair	24,410
Ross,Jillian	12,364
Sawicki,Kevin	32,617
Schmidt,Kelly	39,824
Scott,Gail	5,958
Scott,Michael	52,395
Sebastian,Joyce	33,208
Shoulak,Elma	70,955
Slopinski,Sandra	27,164
Spence,Holly	36,469
Spencer,Wayne	7,402
Staseson, Gordon	112,750
Striemer,Ian	5,347
Taylor,David	53,383
Taypotat,Wendy	28,730
Terhorst,Thomas	44,204
Tillie,Shannon	6,675
Tuplin,Donna-Joy	41,601
Turcotte,Andy	2,768
Uhren,Cameron	56,773
Ward,Keith	26,793
Weist,Faye	30,617
Welch,Debra	50,611
Whiting,Cheryl	58,583
Wilker,Don	45,393
Wilson,Alan	14,999
Windrum,Charmaine	20,748
Wood,Darren	7,140
Woolley,Cheryl	35,797
van Hallem,Pauline	31,850
van Koeverden,Joe	14,054
van Steijn,Sandra	46,250
	3,655,313
Ministerial Assistant's Salaries	31,981